

# *Leading the Way*

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“ Effective internal control emanates from the top and permeates throughout the organisation. It has to address the anticipated risks, cater to the changes within the organisation and the introduction of new systems and processes. It has the responsibility to ensure adherence to applicable laws and regulations and the commitment to a culture of excellence and high integrity. ”

**Datuk Thomas George**  
*Chairman, Board Audit Committee*

## CHIEF EXECUTIVE OFFICER'S STATEMENT

*"We have also made immense progress with our e-Caruman services as more and more employers have embraced the convenience of sending employees' contribution details and making payments online."*



**Datuk Shahril Ridza Ridzuan**  
Chief Executive Officer

2015 was an eventful year, very much dominated by global economic and market challenges. The United States Federal Reserve finally began their long awaited tightening of monetary policy in December 2015. In contrast, policy rates in Europe turned negative and the European Central Bank's quantitative easing policy was expanded and extended, even as the economy began to show signs of a moderate expansion. In Malaysia, the key economic challenge was managing the resulting sharp drop in global commodity markets that brought oil and gas prices to multi-year lows. This deterioration in external economic conditions was a key factor in the depreciation of the Ringgit.

For the Employees Provident Fund (EPF), the year 2015 validated our diversified investment strategy. Despite the economic challenges, the EPF's financial performance continued to be robust. Like other investors, the EPF was affected by the downturn, especially in the second half of the year, but not significantly enough to cause a dramatic deterioration

in our fundamentals. Much of EPF's core strength is built on our strategy of diversifying our portfolio across different asset classes and markets. What is important to us is our commitment to declare no less than a 2.5% nominal dividend on a yearly basis, and at least 2% real dividend on a three-year rolling basis.

The year also saw us pushing forward our social security agenda that would help to address the issue of inadequate retirement income among our members. In addition, the EPF Act 1990 was amended in 2015, following a Members' Consultation exercise in May 2015 that engaged and obtained members' opinions on matters relating to their retirement financial well-being.

Meanwhile, significant operational refinements were made to our internal processes and customer delivery with the newly enhanced e-Pengeluaran facility. We have also made immense progress with our e-Caruman services as more and more employers have embraced

the convenience of sending employees' contribution details and making payments online. I am very pleased to share that all this operational improvement has seen the EPF win yet another award for "hassle-free service" in 2015.

### PERFORMANCE DRIVEN BY SOUND STRATEGY

EPF's primary investment objective is, and has always been, to generate long term and consistent returns for our members' retirement savings. This was a challenge in 2015 when global markets declined considerably and major economies slashed their estimates by the wide margins.

In anticipation of the difficult and volatile market conditions, we adjusted our investment strategies accordingly. The third and fourth quarters of the year were particularly challenging as markets and currencies experienced significant volatility. However, our diversified portfolio was resilient and we ended the

## CHIEF EXECUTIVE OFFICER'S STATEMENT

year with a gross return on investment (ROI) of 7.48% and total gross investment income at RM44.23 billion, which exceeded our income for 2014 by 13.20%. This allowed us to declare a dividend of 6.40% for 2015.

Our global investments allowed the EPF to generate returns from other markets when the Malaysian domestic market performed lower than expected. As at 31 December 2015, our global investments stood at 25% of all assets and contributed to about 48% or RM21.36 billion of the total gross investment income for the year under review. Investments through external managers in various mandates, especially investments that require global expertise, accounted for about 14% of our investment.

Notwithstanding the bearish market condition in 2015, we benefited from having earlier established strong market positions globally, and along with some positive economic development in our home market, we completed several strategic and sizeable ventures during the year to extend our presence and enhance our wealth. In pursuit of a real dividend target of 2% above inflation, we sought opportunities in other assets that could provide inflation-linked returns. Towards this end, we started investing in the logistics sector and entered into partnership with our global partners to develop logistic hubs locally, which is projected to generate respectable returns over the long run.

The EPF will continue to strive for assets that provide long-term sustainable returns. With this in mind, much of EPF's investment assets remain in low risk fixed income instruments providing a stable stream of income followed by inflation-linked assets and equities, which made up 43.79% of our total investment assets, delivering RM26.01 billion in income.

We have been actively growing our Shariah assets as we gear towards introducing our Shariah Savings account in 2017. Once implemented, it will become the largest shariah fund of its kind and which will further reinforce EPF and Malaysia as frontrunners in the global Islamic financial market place. A Shariah Advisory Committee is in place and we are working closely with them to ensure full Shariah compliance.

As a retirement fund, we have a duty to act in the best and long-term interests of our members and stakeholders. We have long been an ethical investor

*“We have been actively growing our Shariah assets as we gear towards introducing our Shariah Savings account in 2017.”*

and do not invest in businesses involved in gambling, alcohol, liquor and the manufacturing and distribution of arms and military equipment. In recent years we have started integrating ESG principles of environmental, social and corporate governance into our investment considerations, as we recognise the strong positive effect it has on our investment performance.

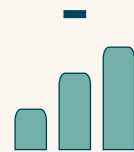
### OPERATIONAL EXCELLENCE AND SERVICE DELIVERY

Looking to the future, we will continue to make strategic investments to enhance our systems and processes to become faster, more efficient and reliable. I am particularly delighted by the progress we have made on our online facilities where members have taken advantage of i-Akaun, as may be seen by the increase in numbers from year to year. Not only does it offer greater control and flexibility for members to monitor their EPF account, i-Akaun has become the gateway for our other electronic services, namely e-Caruman and e-Pengeluaran.

The take-up rate for the e-Caruman facility was very encouraging as 74.17% of employers registered with the EPF have opted to submit their employees' contribution details via this online facility. We are now encouraging employers to take the next step and make payment via our online facilities as well, to save them time and money.

We have also progressed with the e-Pengeluaran facility after its successful pilot launch in 2013. The year saw the participation of five more banks, namely RHB Islamic Bank, Maybank, Bank Islam, OCBC Bank and BSN, in addition to the initial RHB Bank. We hope that more banks will participate in this e-Pengeluaran facility as it benefits both the bank and EPF members

#### Investment



*Investments through external managers in various mandates, especially investments that require global expertise, accounted for about 14% of our investment.*

#### Dividend



*In pursuit of a real dividend target of 2% above inflation, we sought opportunities in other assets that could provide inflation-linked returns.*

## CHIEF EXECUTIVE OFFICER'S STATEMENT



by facilitating housing application withdrawals online. I am pleased that this achievement has earned us the SGAM ICT Award in the "Hassle Free Service" category, in recognition of EPF's ongoing pursuit of greater operational simplicity.

The year also saw the launch of the EPF Members Investment Scheme (EPF-MIS) Information Portal, which contains the list of approved unit trust funds and fund managers. Under this scheme, members are allowed to transfer a portion of their savings in Account 1 for investment and the objective of this portal is to encourage members to be judicious in choosing the right unit trust fund to invest in – essentially we want members to be able to make informed decisions and confident choices.

### STRENGTHENING THE SOCIAL SAFETY NET

EPF's strength and reputation is founded on the principle of providing members with sufficient income to enable a comfortable retirement. In line with this, we are leading efforts to help address issues relating to inadequacy of retirement savings. In April 2015, EPF proposed the introduction of four major

*"EPF proposed the introduction of four major enhancements to the current EPF scheme, key being the introduction of an age 60 withdrawal in line with the Minimum Retirement Age and introducing Shariah Savings as a choice for members."*

enhancements to the current EPF scheme, key being the introduction of an age 60 withdrawal in line with the Minimum Retirement Age and introducing Shariah Savings as a choice for members.

As all the proposed amendments involved substantial changes to the current EPF policies, the Members' Consultation exercise was launched to proactively engage with members and obtain their views on our proposals. In addition, every opportunity was taken to consult with political parties, relevant organisations and associations representing workers, employers and industry.

The exercise was a resounding success as a total of 96,448 members participated in the two-week survey, making it the country's biggest public consultation

exercise ever held. The survey results had a small 0.35% margin of error at a 95% confidence level, indicating that the results were statistically significant and representative of the opinion of all EPF members. The results were presented to the EPF Board before escalating the proposals to the Parliament in November for approval.

With greater understanding and appreciation of financial and money management, we are of the view that EPF members would be further empowered to make the right investment and savings decisions. As such the EPF commenced a financial literacy campaign in 2015, to encourage the public to start acquiring basic money management skills, essential to their future retirement well-being and to a healthy economy.

## CHIEF EXECUTIVE OFFICER'S STATEMENT



*“Retirement Advisory Services (RAS) units have helped to boost financial literacy, as members are able to seek free advice offered on retirement planning and ways to stretch their savings with the EPF.”*

Further, our expanded Retirement Advisory Services (RAS) units have helped to boost financial literacy, as members are able to seek free advice offered on retirement planning and ways to stretch their savings with the EPF. Based on this positive response and the high turnout at our RAS counters, five more RAS units were opened at our Johor Bahru, Kuantan, Seberang Jaya, Kota Kinabalu and Ipoh branches.

### YEAR AHEAD

Recovery in developed economies continues to stall while in emerging markets, depressed commodity prices and an overvalued US dollar will put stress on growth prospects, particularly for commodity producers such as Malaysia.

In anticipation of the ongoing weak economic conditions, we will continue to manage our investment portfolio prudently using a risk-based approach. Our strategy is to take smaller risks so that we are better positioned to mitigate these risks over a longer term horizon, if and when major market events take place. Combined with our flexibility, agility and the ability to

respond proactively to changing market conditions, we believe that we can navigate the difficulties ahead as we target our stated goals of a stable, inflation adjusted return.

We will continue to enhance our customers' experience by introducing new online facilities and rolling out more self-service options for both members and employers. Our e-Pengeluaran will be extended to include education and critical illnesses, and we target to have more banks participating for housing withdrawals.

Simultaneously, we remain committed to improve and strengthen our leadership and governance to foster a performance-based corporate culture at the EPF. As a retirement fund, good governance and integrity will continue to drive our growth. We are proud to be among the country's highest rated agencies, and the positive feedback we receive from our members and stakeholders daily motivates us to work even harder to achieve our target of becoming a world-class retirement fund.

2015 had indeed been a challenging year, so I must acknowledge all who have risen to the occasion. My sincere thanks and appreciation goes to all EPF employees for their hard work, dedication and professionalism. I am grateful to have a strong and highly capable management team with a global mindset to work alongside, and who are able to drive performance excellence. I would also like to put on record my thanks for the invaluable contribution of our Chairman and the Board for their strategic guidance and support.

Thank you to our numerous partners who have worked closely with the EPF, and to all the registered employers who support our online initiatives and abide by our regulations. And to our members, rest assured that it is your interest that continues to drive our strategies and direction.

**Datuk Shahril Ridza Ridzuan**  
Chief Executive Officer

## ORGANISATION STRUCTURE



## EPF DEPUTY CHIEF EXECUTIVE OFFICERS



**DATO' MOHD NAIM DARUWISH**

*Operations Division*

**Dato' Mohd Naim Daruwish was appointed as Deputy Chief Executive Officer (Operations) on 4 October 2014.**

Dato' Mohd Naim holds a Bachelor of Law (LLB) Degree from University of Malaya. He started his career in the Judiciary and Legal Services as Magistrate and Senior Magistrate from 1985 until 1992.

He joined the EPF in 1992 as Manager in the Prosecution/Litigation Division and has held several positions. These include being Senior Manager and General Manager of the Prosecution/Litigation Division, General Manager of Enforcement Department, Senior General Manager of Legal Department and Contributions Department. From December 2011 until September 2014, he was seconded to the Companies Commission of Malaysia (SSM) as its Chief Executive Officer.



**DATO' MOHAMAD NASIR AB. LATIF**

*Investment Division*

**Dato' Mohamad Nasir Ab. Latif was appointed as Deputy Chief Executive Officer (Investment) of EPF on 15 April 2013.**

He graduated in 1989 with a Bachelor in Social Science, majoring in Economics, from Universiti Sains Malaysia and obtained a Certified Diploma in Accounting and Finance from the Association of Chartered Certified Accountants in 1996, and a Master of Science in Investment Analysis from University of Stirling, United Kingdom in 1999.

Dato' Mohamad Nasir started his career with the EPF in 1982 and has held several positions before being promoted to Deputy Chief Executive Officer (Investment). The positions held include as State Enforcement Officer (1990-1995), Senior Research Officer, Manager and Senior Manager in the Investment and Economics Research Department (1995-2003) and General Manager of the International Equity Investment Department (July 2009-2013).

He is currently a Board member of United Plantations Berhad, Plus Malaysia Berhad and Battersea Project Company Limited.

He was awarded the Darjah Kebesaran Sultan Sharafuddin Idris Shah (D.S.I.S.) on 11 December 2015.



**TUNKU ALIZAKRI RAJA MUHAMMAD ALIAS**

*Strategy Division*

**Tunku Alizakri Raja Muhammad Alias was appointed as Deputy Chief Executive Officer of (Strategy) on 1 January 2014.**

He holds a Master of Business Administration (MBA) from Cornell University and a Bachelor of Laws (LLB) from King's College, University of London. He has practised as an advocate and solicitor in the courts of Malaysia and is qualified as a Barrister (Lincoln's Inn) in the courts of England and Wales.

Tunku Alizakri has broad experience in strategic planning, communication, human resources and marketing. Prior to joining the EPF, he was the Chief Marketing Officer and Chief Operating Officer of the ICLIF Leadership and Governance Centre. He has also held the positions of Director of Strategic Management in Bank Negara Malaysia, Director and Head of Strategy and Corporate Affairs at DiGi Telecommunications, and Vice-President and Head of Group Strategic Planning at Maybank.

## SENIOR MANAGEMENT

### 01 / DATUK SHAHRIL RIDZA RIDZUAN (DSIS),(PJJ)

*Chief Executive Officer*

The CEO's role is to oversee the EPF's entire operations and provides guidance, advice as well as leadership to the senior management to ensure organisational strategies and policies are met. The CEO also implements the EPF's long and short term plans, as well as a direct liaison between the management and the Board. Departments that report directly to the CEO are the Risk Management Department, Internal Audit Department, Integrity and Corporate Governance Department, Finance Department and Information Technology Department.



### 02 / DATO' MOHD NAIM DARUWISH (DSIS),(DIMP),(JMW)

*Deputy Chief Executive Officer Operations Division*

The Operations Division oversees a broad portfolio of operational services and support functions that give particular emphasis on performance management, effective service delivery as well as contractual requirements. Departments under the purview of the Operations Division are the Services Network Department, Registration and Operational Support, Withdrawal Operation Management, Operational Transformation and Coordination, Contact Management Centre, Investment Compliance, Property Management, Legal and Enforcement.



### 03 / DATO' MOHAMAD NASIR BIN AB LATIF (DSIS)

*Deputy Chief Executive Officer Investment Division*

The Investment Division will plan and direct the EPF's investment activities, ensuring they are in accordance with the EPF's risk return profile. The division also sets a strategic focus to generate sustainable income and growth through prudent investments. Departments under the Investment Division responsible for fund management covering multiple asset classes include the Equity Research, Domestic Equity, Economic and Capital Market, Quantitative and Performance Analysis, Global Equity, Capital Markets, Private Markets as well as Treasury.

### 04 / TUNKU ALIZAKRI BIN RAJA MUHAMMAD ALIAS

*Deputy Chief Executive Officer Strategy Division*

The Strategy Division enables the EPF to achieve its Mission and Vision by ensuring the mid and long term plans and strategies are implemented, while maintaining EPF's good reputation. In addition to ensure proper implementation of the plans, the division also has the responsibility to provide oversight on strategic issues pertaining to human capital as well as talent development. Departments under the purview of the Strategy Division are the Strategy Management, Human Capital, Corporate Affairs and the EPF Learning Centre.



### 05 / JAMES LIM TUANG OOI (AMN)

*Head, Risk Management Department*

The strategic objective of the Risk Management Department is to provide effective and robust risk management practices in the EPF. This is to ensure proactive management of risks in the face of uncertainties in the operating environment and to mitigate the possible adverse effects.

### 06 / TAMILWANAN A/L PALANIAPPAN

*Head, Property Management Department*

The main function of the Property Management Department is to provide a work environment that is conducive and secure for EPF employees and customers. In doing this, the department also ensures all related local authorities regulations are complied with.

## SENIOR MANAGEMENT



**07 / CINDY TAN LER CHIN (AMN)**

*Head, Investment Compliance Department*

The main function of the Investment Compliance Department is to ensure that Internal policies and guidelines on investments are complied with, as well as adherence to relevant laws and regulations pertaining to the EPF's domestic and overseas investments. The department is required to settle all investment trades and ensures investments records and reports comply with the EPF's accounting policy. The department is also a custodian for Data Loss Protection and Chinese Wall Policy for EPF.

**08 / ONG HOCK CHYE (PIK)**

*Head, Operations Transformation & Coordination Department*

The department is responsible for carrying out research, continuous improvements and breakthrough change, to transform and coordinate operational processes, to address future needs and expectations in a dynamic and complex environment. It also drives the initiative to embed quality and innovative culture among its staff.



**09 / HARDIAL SINGH A/L MITT SINGH**

*Head, Enforcement Department*

The main function of the Enforcement Department is to ensure every employer make contributions on behalf of their employees timely and accurately, as provided by the EPF Act 1991. In addition, the department ensures that members' interests are well taken care of through effective and comprehensive complaint management.

**10 / SAZALIZA BIN ZAINUDDIN**

*Head, Internal Audit Department*

The Internal Audit Department provides independent, objective assurance and consulting services designed to add value and improve the EPF's operations. The department helps the EPF accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance processes.



**11 / ZAINAB BINTI HAMID**

*Head, Procurement Management Department*

This Department is responsible for providing procurement and administrative services in the EPF.

**12 / MOHAMAD HAFIZ BIN KASSIM**

*Head, Private Markets Department*

The main function of the Private Markets Department is to source opportunities in Private Markets, including the Domestic and Global Real Estate, which can meet the targeted returns.

## SENIOR MANAGEMENT

### 13 / ZALINAH BINTI A. HAMID

*Head, Domestic Equity Department*

The core function of the Domestic Equity Department is to invest and manage domestic equity portfolio based on asset allocation and approved investment mandates in a prudent, transparent and professional manner while optimising investment returns within the permitted risk parameters through internal and external portfolio managers.

### 14 / ROHAYA BINTI MOHAMMAD YUSOF

*Head, Capital Market Department*

The main function of the Capital Market Department is to provide comprehensive capital market options with the objective of enhancing value to stakeholders.

### 15 / KHALID BIN HARON @ SHAHRON

*Head, Human Capital Department*

The department is responsible for providing effective HR services and producing competent human capital as well as being a strategic partner to the development of the organisation through increasing career opportunities and skills, structuring of talent management and succession planning, controlling the cost of human resources, optimising workforce and inculcating performance-driven culture.

### 16 / NORIZAH BINTI HASSALLI (PIK)

*Head, Contact Management Centre Department*

The EPF Contact Management Centre acts as a communication channel to customers via telephone, emails, social media (Facebook and Twitter) and electronic fax. The Centre is responsible for ensuring good customer relations and monitoring the EPF's customer satisfaction and experience index.

### 17 / AZMI BIN AWANG (AMN, ASK)

*Head, Contribution Department*

The department ensures that contributions received are receipted and credited into members' account accurately and within the stipulated time. The department is also responsible for maintaining members' account.

### 18 / TENGKU ROSHANI BINTI TENGKU EMBONG

*Head, Registration & Operation Support Department*

The Registration and Operation Support Department is responsible for the registration of members, employers and members' nominations. In addition, the department provides support services to the Contributions Department, Withdrawal Operations Management Department and Petaling Jaya Branch in maintaining employers' and members' records as well as matters pertaining to finance.



## SENIOR MANAGEMENT



**19 / VIJAYA KUMAR A/L.C. RAJARATNAM (AMN)**

*Head, EPF Learning Centre*

The Learning Centre's main function is to plan and execute effective training programmes to meet employees' professional, functional and leadership competencies. The Centre also offers alternative learning through Knowledge Management and i-Learning courses supported by a comprehensive training infrastructure.

**20 / NOR AZAM BIN YAHYA**

*Head, Equity Research Department*

The department's main function is to provide investment research recommendations on public listed companies and monitor corporate governance of the invested companies.

**21 / NIK AFFENDI BIN JAAFAR (ASK)**

*Head, Integrity & Corporate Governance Department*

The department's function and role is to establish a management system which is efficient, transparent and with the highest degree of integrity, to ascertain and to resolve highly impacted current issues as well as to enforce the preventive and rehabilitative measures to overcome corruption, handling of disciplinary cases, abuse of power and malpractices.

**22 / ZALIKAR BINTI YUSOFF**

*Head, Withdrawal Operation Management Department*

The department ensures all withdrawal applications are processed and adhere to the stated procedures. The department also prepares policies, manual operations, work instructions and guidelines for all types of withdrawal schemes and implements continuous improvement in order for all withdrawal applications to be processed in a faster and more cost efficient manner.



**23 / BADRUL HISHAM BIN DAHALAN**

*Head, Quantitative & Performance Analysis Department*

The department is responsible for high-level investment strategy (Strategic Asset Allocation/Tactical Asset Allocation), investment budgeting and investment performance analysis to ensure investment returns are optimised within a given level of risks and in line with EPF's investment objectives.

**24 / LIM TZE SEONG**

*Head, International Equity Department*

The International Equity Department is responsible for managing international equity investments through internal and external portfolio managers in a prudent and transparent manner while optimising return on investment. Our strategic intent is to be a leading global equity investment manager in the pension industry while meeting stakeholders' needs.



## SENIOR MANAGEMENT

### 25 / BALQAIS YUSOFF

*Head, Strategy Management Department*

The Strategic Management Department is responsible for conducting research, providing advice and taking the role as secretariat to the EPF's Strategic Management. The department also carries out studies and recommends appropriate policies for enhancing the EPF's schemes, provides input on pension reform to the Government and promotes awareness on the importance of retirement planning.

### 26 / LIM CHING HUI

*Head, Information Technology Department*

The IT Department plays the role as a key enabler in achieving customer focused operational excellence through the implementation of ICT initiatives, providing IT support and service, ensuring a secured, reliable IT environment for the business to work smarter and more efficiently.

### 27 / NURHISHAM HUSSEIN

*Head, Economics & Capital Market Department*

The Economics and Capital Market Department monitors developments in the economies of all the countries in which EPF has investments. This provides insight for EPF's investment strategy and portfolio allocation, as well as assisting in identifying risk factors.

### 28 / AZIZUL ZAINOL

*Head, Treasury Department*

The Treasury Department is responsible for managing daily cash flow and maintaining optimum cash level in order to meet EPF's commitments and to maximise returns through investment in fixed income portfolio (Government and equivalents). The Department also manages the EPF's foreign exchange requirements and executes hedging policies to hedge foreign exchange and interest rate risks.



## SENIOR MANAGEMENT

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### 29 / NURINI KASSIM

*Head, Corporate Affairs Department*

The EPF's Corporate Affairs Department is responsible for managing the organisation's reputation through effective and strategic internal and external communications, with the overall goal of strengthening the EPF's role as a social security organisation.

### 30 / ZAIDATUL MAZWIN IDRUS

*Head, Legal Department*

The department is responsible for providing legal and secretarial services to the EPF Board. The department is also responsible for taking legal actions against employers, members or any party that do not comply with the provisions under the EPF Act 1991 and its subsidiary laws.

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### 31 / NOR AZIAN MOHD NOOR

*Head, Finance Department*

The department is responsible for managing the EPF's financial affairs.

### 32 / MOHD RODZI ABU BAKAR

*Head, Services Network Department*

The department is responsible for providing service support, managing and monitoring level of effectiveness as well as the efficacy of the EPF's services (counters and electronic).

### 33 / JA'AFAR BIN RIHAN

*EPF-Islamic Project Office*

EPF-Islamic Project Office is responsible for ensuring the implementation of the EPF's initiative in launching the Simpanan Shariah.

Simpanan Shariah is an initiative by the EPF to enable its members to select their accounts to be managed and invested according to the Shariah principles.

## WITHDRAWAL BY SCHEMES

YEAR	2015		2014		2013		2012		2011		2010	
WITHDRAWAL SCHEMES	NUMBER	AMOUNT (RM)	NUMBER	AMOUNT (RM)	NUMBER	AMOUNT (RM)	NUMBER	AMOUNT (RM)	NUMBER	AMOUNT (RM)	NUMBER	AMOUNT (RM)
55 years	530,459	21,400,282,188	431,639	14,090,666,522	372,349	13,232,004,148	321,747	12,191,278,123	277,040	10,231,416,460	235,931	8,516,380,059
50 years	148,699	4,831,008,499	140,082	3,941,562,511	133,007	3,841,209,171	130,759	3,984,531,423	130,586	3,605,903,955	123,101	3,207,134,489
Incapacitation	4,659	331,060,249	4,447	275,351,499	4,768	280,056,622	5,198	279,008,466	6,658	325,836,978	6,456	289,975,732
Leaving Country	3,833	377,363,471	3,098	303,592,892	2,824	241,303,564	2,903	230,796,636	2,690	189,841,619	2,564	185,954,741
Buy first house	89,071	2,108,847,723	85,704	1,930,598,080	86,565	1,876,999,217	88,995	1,777,426,640	92,077	1,698,964,207	98,662	1,637,081,199
Buy second house	6,483	287,952,489	6,361	268,710,339	6,589	277,149,934	6,703	268,742,147	6,441	239,397,553	7,352	259,468,564
Housing Loan Monthly Instalments	1,551,508	1,375,789,117	1,381,043	1,148,654,580	1,228,978	995,167,116	1,112,140	879,631,125	1,076,388	815,023,159	1,147,027	804,913,189
Reduction/Redemption of housing loan	164,033	2,212,036,347	157,685	1,751,784,336	166,111	1,808,422,921	168,601	1,761,822,574	169,029	1,596,138,494	169,148	1,608,450,188
Health	5,692	51,766,353	4,969	46,057,154	4,713	43,125,986	4,393	38,848,087	4,458	39,392,342	4,310	35,343,178
Death	52,127	1,233,878,032	49,745	1,089,049,474	43,868	894,213,257	42,326	796,881,912	41,125	731,452,218	41,027	660,860,618
Periodical Payment	1,745	3,586,456	1,980	4,231,130	2,203	4,716,230	2,389	5,338,354	3,855	9,342,899	5,785	13,309,640
Members Investment Scheme	602,262	5,855,745,390	443,729	4,859,472,682	976,917	7,845,395,089	836,488	6,642,042,038	768,793	6,600,300,383	506,950	4,415,590,624
Pensionable Employees and Optional Retirement	48,688	1,972,703,781	68,048	2,520,563,342	83,480	2,828,461,698	97,457	3,139,899,695	93,174	3,029,359,627	92,180	4,009,783,009
Education	65,787	578,180,407	59,897	372,937,758	56,786	338,140,175	61,823	301,039,294	62,537	277,970,197	59,886	269,866,931
Monthly Payment Scheme	104	116,982	100	120,276	110	124,691	109	127,577	122	134,273	129	127,310
Withdrawal of Savings in Excess of RM1 Million	5,471	1,390,499,668	3,874	999,278,093	3,214	814,566,007	2,529	657,344,224	1,875	481,966,931	1,466	362,428,379
Hajj	390	1,044,974	367	947,163	635	1,647,991						
<b>TOTAL</b>	<b>3,281,011</b>	<b>44,011,862,126</b>	<b>2,842,768</b>	<b>33,603,577,831</b>	<b>3,173,117</b>	<b>35,322,703,817</b>	<b>2,884,560</b>	<b>32,954,758,315</b>	<b>2,736,848</b>	<b>29,872,441,295</b>	<b>2,501,974</b>	<b>26,276,667,850</b>
Annual Dividend*	1,971	39,595,874	1,596	30,135,786	1,652	30,020,258	1,719	30,230,311	1,799	30,449,675	1,857	30,928,435
i) Death Benefits	17,201	43,007,028	16,910	42,276,000	14,973	37,431,000	14,903	37,258,500	15,120	37,797,000	15,298	38,243,000
ii) Incapacitation Benefits	771	3,857,000	693	3,465,000	799	3,995,000	977	4,885,000	944	4,720,000	958	4,790,000
<b>TOTAL (i and ii)</b>	<b>17,972</b>	<b>46,864,028</b>	<b>17,603</b>	<b>45,741,000</b>	<b>15,772</b>	<b>41,426,000</b>	<b>15,880</b>	<b>42,143,500</b>	<b>16,064</b>	<b>42,517,000</b>	<b>16,256</b>	<b>43,033,000</b>

\* Withdrawal on Annual Dividend for 2014 was adjusted as current year dividend expenses